

Winter 12-1-1985

Job Motivation, Commitment and Volunteerism of Seventh-Day Adventist Pastors of the North American Division

Johnny Almas Manassian

Follow this and additional works at: <http://digitalcommons.andrews.edu/hrsa>

Recommended Citation

Manassian, Johnny Almas, "Job Motivation, Commitment and Volunteerism of Seventh-Day Adventist Pastors of the North American Division" (1985). *Human Subject Research Archive*. Book 86.
<http://digitalcommons.andrews.edu/hrsa/86>

This Book is brought to you for free and open access by the Institute of Church Ministry at Digital Commons @ Andrews University. It has been accepted for inclusion in Human Subject Research Archive by an authorized administrator of Digital Commons @ Andrews University. For more information, please contact repository@andrews.edu.

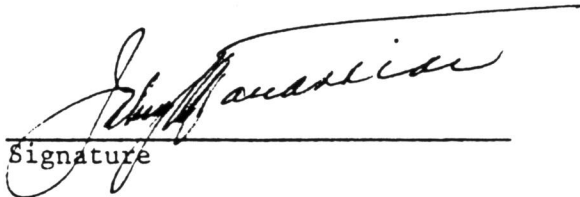
JOB MOTIVATION, COMMITMENT AND VOLUNTEERISM
OF SEVENTH-DAY ADVENTIST PASTORS OF
THE NORTH AMERICAN DIVISION

A Dissertation
Presented to
the Faculty of the School of Education
Loma Linda University

In Partial Fulfillment
of the Requirements for the Degree
Doctor of Education

by
Johnny Almas Manassian
December 1985

I hereby grant permission to the School
of Education, Loma Linda University, to
reproduce this research in part or in full
for professional purposes, with the under-
standing that in no case will it be for
financial profit to any person or institution.


Signature

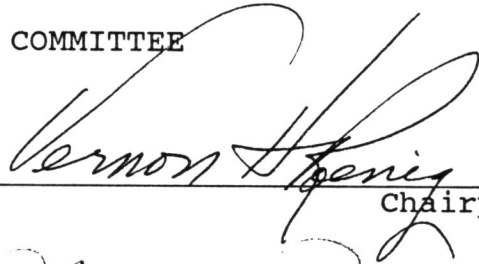
Date March 1989

Dissertation Approval

This dissertation has been accepted by the faculty of the School of Education, Loma Linda University, La Sierra Campus, in partial fulfillment of the requirements for the degree, Doctor of Education.

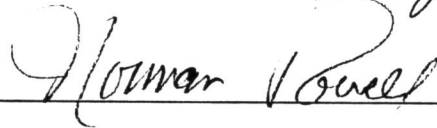
RESEARCH COMMITTEE

Vernon H. Koenig



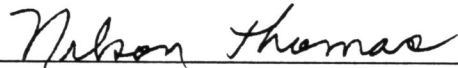
Chairperson

Norman Powell



Member

Nelson Thomas



Member

Approved by the Committee

Date May 1, 1989

DEDICATION

to
my mother

who from earliest years instilled in her children a desire to pursue worthy educational goals and supervised their study to the extent that in the process she learned to read and write.

to
my wife

whose constant companionship, encouragement, support, and self-denying love were a source of inspiration to me as I pursued my educational objectives.

ACKNOWLEDGMENTS

This dissertation is the product of the cooperative effort and contribution of a number of people who have given of their time, talents, and expertise to see it through to completion. I would like to take this opportunity to express my appreciation to all who have had a part in this endeavor.

I gratefully acknowledge my indebtedness to Dr. Vernon H. Koenig, chairman of my dissertation committee and my personal advisor, for his untiring, insightful, and selfless ministry in providing direction, guidance, and suggestions throughout the end. Even while recuperating from surgery, he graciously received me to his house for advisement and assistance. I also am indebted to Drs. Nelson Thomas and Norman Powell, the remaining members of the committee, for invaluable, knowledgeable support and guidance.

My sincerest appreciation is extended to Dr. Clifford L. Jaqua for his genuine and loving support and guidance throughout my studies at Loma Linda University. His constant support and encouragement were a source of strength and inspiration to me.

I express my sincere appreciation to Dr. Adeny Schmidt, for her expert advice on the statistical work, to Dr. Hagelgantz, for patient and careful proofreading of the text and invaluable advice on corrections and modifications.

Special thanks to Hellen Juman for her long hours of work on typing the text under difficult time constraints. Her services were indispensable.

A special word of thanks to my son, Armond, who contributed of his time and energy most lovingly for the computer data processing and provision of support services during my trips to Lebanon.

I express my deepest regards to Loma Linda University, School of Education, for providing a graduate assistantship without which I would not have had the opportunity to further my education, for providing a supportive, Christian atmosphere and fellowship, and for the emphasis on a Christ-likeness educational program, which permeates all aspects of its programs.

My sincere appreciation is tendered to my wife Angel and children Raffy, Armond, and Eileen for their moral support and patience as I took time away from my family to complete this study.

Thank you all for the many ways you have touched my life and helped me.

TABLE OF CONTENTS

	Page
List of Tables	ix
List of Figures	xiv
Chapter	
1. The Nature and Scope of the Problem	1
The Problem	10
The Problem Statement	12
Questions to be Answered	12
Hypotheses to be Tested	13
Delimitations	13
Limitations	14
Assumptions	15
Definitions of Terms	15
Research Setting	17
Design and Procedures	19
Organization of Remaining Chapters	20
2. Review of Literature	21
Introduction	21
Job Motivation, Commitment, and the Pastor.	23
Definition of Motivation	25
Theoretical Models of Motivation	25
Job Motivation and the Pastor	32

Commitment	34
Definition of Commitment	36
Dimensions of Commitment	37
Commitment, Organizational Identity, and Role	48
Motivation, Commitment, and Volunteerism .	54
Historical Background of Volunteerism . .	56
Motivational Constructs of Volunteerism .	59
Benefits from Volunteerism	66
Voluntary Organizations	67
Definitions of Voluntary Organizations .	68
Functions of Voluntary Organizations . .	69
The Church as Voluntary Organization . .	71
The Pastor and Congregational Volunteerism	73
Personal Example and Congregational Volunteering	73
Religious Commitment--Nature and Factors	77
Religious Commitment and Volunteerism . .	84
Development and Nurturance of Volunteerism	88
3. Research Design and Methodology	94
Study Population	94
The Survey Instrument	95
Data Collection	96
Data Analysis	97
Hypotheses	97
Questions	98

4.	Presentation of Data and Findings	100
	Introduction	100
	Demographic Data	102
	Hypotheses and Related Findings	107
	Questions and Related Findings	212
5.	Summary, Conclusions, and Recommendations . .	222
	Summary	222
	Conclusions	229
	Recommendations	230
	BIBLIOGRAPHY	232
	APPENDIXES	
	A. Write-ins from Questionnaire	252
	B. Letter of Authorization	312
	C. Letters to Pastors	314
	D. Questionnaire	317

LIST OF TABLES

Table	Page
1. Demographic Data	105
2. Hierarchy of Means from the Highest Mean, Greatest Motivational Value, to the Lowest Mean, Least Motivational Value, for <u>Present</u> Motivational Value of Each Job Aspect Category Subitem and the N Response for Each Category Subitem	108
3. Hierarchy of Means from the Highest Mean, Greatest Motivational Value, to the Lowest Mean, Least Motivational Value, for <u>Present</u> Motivational Value for Each Job Aspect Category and the N Response for Each Job Aspect Category	112
4. Hierarchy of Means Ranked from the Highest Mean, Greatest Motivational Value, to the Lowest Mean, Least Motivational Value, for <u>Ideal</u> Motivational Value of Each Job Aspect Category Subitem and the N Response for Each Category Subitem	114
5. Hierarchy of Means from the Highest Mean, Greatest Motivational Value, to the Lowest Mean, Least Motivational Value for <u>Ideal</u> Motivational Value of Each Job Aspect Category and the N Response for Each Category	118
6. Dependent Measures T-test Scores for a Comparison of Scores for <u>Present</u> and <u>Ideal</u> Motivational Value for Each Job Aspect Category Subitem. Multivariate Hotelling T-test Scores for Comparison of Scores for <u>Present</u> and <u>Ideal</u> Motivational Value for the Fifty Job Aspect Category Subitems Grouped into Fifteen Categories of Job Aspects are Also Presented	121
7. Pearson Correlation Coefficients for <u>Present</u> and <u>Ideal</u> Motivational Values for All Job Aspect Category Subitems	123

8.	Responses for Each Job Aspect Category with the Percent of Survey Responses for <u>Present</u> and for <u>Ideal</u> and the Discrepancy of Means Between <u>Present</u> and <u>Ideal</u>	125
9.	Responses for Each Job Aspect Category Subitem with the Percent of Survey Responses for Each Job Aspect Category Subitem Distributed According to Response Opportunities, Little to Very Great, the Means for the Responses for <u>Present</u> and for <u>Ideal</u> , and the Discrepancy for Mean Between <u>Present</u> and <u>Ideal</u> for Each Job Aspect Category Subitem	128
10.	Discrepancy Shift Between Responses for <u>Present</u> and <u>Ideal</u> Job Aspect Category Subitems	140
11.	F-scores for <u>Present</u> Motivational Value of Job Aspect Category Subitems as Related to Age	158
12.	Mean Scores for the <u>Present</u> Motivational Value for Each Job Aspect Category Subitem by Age Groups	161
13.	T-scores that Were Developed from Caucasian and Non-Caucasian Means as Related to <u>Present</u> Motivational Value of Job Aspect Category Subitems	164
14.	F-scores for <u>Present</u> Motivational Value of Job Aspect Category Subitems as Related to Highest Degree Earned	168
15.	Pearson Correlation Coefficients for Years Served in Present Position and <u>Present</u> Motivational Value for All Job Aspect Category Subitems	173
16.	Pearson Correlation Coefficients for Years Served in Seventh-day Adventist Employment and <u>Present</u> Motivational Value for All Job Aspect Category Subitems	174
17.	Pearson Correlation Coefficients for Years of Non-Seventh-day Adventist Employment and <u>Present</u> Motivational Value of All Job Aspect Category Subitems	175

18.	Pearson Correlation Coefficients for the Number of Years of Elementary Education Received in Seventh-day Adventist Schools <u>and Present</u> Motivational Value for All Job Aspect Category Subitems	178
19.	Pearson Correlation Coefficients for the Number of Years of Secondary Education Received in Seventh-day Adventist Schools <u>and Present</u> Motivational Value for All Job Aspect Category Subitems	179
20.	Pearson Correlation Coefficients for the Number of Years of Post-secondary Educa- tion Received in Seventh-day Adventist Schools <u>and Present</u> Motivational Value for All Job Aspect Category Subitems	180
21.	Pearson Correlation Coefficients for Geo- graphic Area Satisfaction <u>and Present</u> Motivational Value for All Job Aspect Category Subitems	182
22.	F-scores for <u>Ideal</u> Motivational Value of Job Aspect Category Subitems as Related to Age	184
23.	Mean Scores for <u>Ideal</u> Motivational Value for Each Job Aspect Category Subitem by Age Groups	186
24.	T-scores for <u>Ideal</u> Motivational Value of Job Aspect Category Subitems as Related to Race	189
25.	F-scores for <u>Ideal</u> Motivational Value of Job Aspect Category Subitems as Related to Highest Degree Earned	192
26.	Pearson Correlation Coefficients for Years Served in Present Position <u>and Ideal</u> Motivational Value of All Job Aspect Category Subitems	196
27.	Pearson Correlation Coefficients for Years of Seventh-day Adventist Employment <u>and</u> <u>Ideal</u> Motivational Value for All Job Aspect Category Subitems	197
28.	Pearson Correlation Coefficients for Years of Non-Seventh-day Adventist Employment <u>and Ideal</u> Motivational Value for All Job Aspect Category Subitems	198

29.	Pearson Correlation Coefficients for the Number of Years of Elementary Education Received in Seventh-day Adventist Schools <u>and</u> <u>Ideal</u> Motivational Value for All Job Aspect Category Subitems . . .	201
30.	Pearson Correlation Coefficients for the Number of Years of Secondary Education Received in Seventh-day Adventist Schools <u>and</u> <u>Ideal</u> Motivational Value for all Job Aspect Category Subitems	202
31.	Pearson Correlation Coefficients for the Number of Years of Post-secondary Educa- tion Received in Seventh-day Adventist Schools <u>and</u> <u>Ideal</u> Motivational Value for All Job Aspect Category Subitems . . .	203
32.	Pearson Correlation Coefficients for Geo- graphic Area Satisfaction <u>and</u> <u>Ideal</u> Motivational Value for All Job Aspect Category Subitems	204
33.	Number and Percent of Responses for Each Response Opportunity for the Level of Satisfaction with the Geographic Area of the Employee's Residence	206
34.	Pearson Correlation Coefficients for Family Support <u>and</u> <u>Present</u> Motivational Value for All Job Aspect Category Subitems	208
35.	Pearson Correlation Coefficients for Family Support <u>and</u> <u>Ideal</u> Motivational Value for All Job Aspect Category Subitems . . .	210
36.	The Number and Percent of Respondents, in Each Category, for Their Perception of the Extent to Which Family Attitude Toward Their Job Influences Their On-the-Job Motivation	211
37.	<u>Present</u> and <u>Ideal</u> Ranking of Job Aspect Category Means that are Perceived by Seventh-day Adventist Pastors as Moti- vating Them Most Effectively Toward the Very Best in Quality and Quantity Perform- ance on Their Jobs	213
38.	<u>Present</u> and <u>Ideal</u> Ranking of Job Aspect Category Means that are Perceived by Seventh-day Adventist Pastors as Having	

	the Least Positive Motivational Effect on Their Job Performance	214
39.	Write-in Job Aspect Category Subitems Ranked from the Subitem with the High- est Number of Negative Write-ins to the Category with the Lowest Number of Nega- tive Write-ins as Perceived by Seventh- day Adventist Pastors	216
40.	Write-in Job Aspect Categories Ranked from the Category with the Highest Mean Number of Negative Write-ins to the Category with the Lowest Mean Number of Negative Write- ins as Perceived by Seventh-day Adventist Pastors	220

LIST OF FIGURES

Figure	Page
1. The Traditional Model	30
2. The Professional Prospective.	33
3. A Model Representing the Relationship between Work-related Commitments and Behavioral Outcomes	38
4. Role Taking Model of Commitment Process . . .	43
5. Hypothesized Model for Antecedents and Outcomes of Organizational Commitment . . .	45
6. Schematic Sketch of a Sequential Specificity Model for Explaining Individual Participation in Organized Voluntary Action	65
7. An Empirical Model of Religious Commitment .	79
8. Causal Model of Religious Commitment	80
9. Dimensions of Religious Involvement	82
10. The Individual Procession	87
11. The Organizational Procession	88
12. Structure for Administration of Volunteer Ministry Program	91

CHAPTER 1

The Nature and Scope of the Problem

"The essence of our self-government," declared President Herbert Hoover, "lies outside political government. Ours is a voluntary society" (qtd. in Schindler-Rainman and Lippitt, 1975:15). Erickson-Joslyn (1973-74:163) provided the rationale for individual involvement in voluntary action programs when she cited the National Center for Voluntary Action in identifying a long list of societal ills requiring attention:

Millions of words are written to describe America's problems: environment, social tensions, health care, inner city blight, poverty, all the rest. . . . The limits of how far government can go alone grow evident on every hand. Beyond these limits lie many wastelands within our society . . . problem areas that languish in wait for a better day. That day can come only with the impetus of voluntary action of unprecedented dimensions. The general welfare and common good of the nation are deeply involved in such an effort . . . another resource remains relatively untapped. It is the power of the individual who cares--the citizen who has the impulse to help his fellow man and his community.

Townsend (1984:18) lamented the disquieting evidence of the fragmentation of American life evidenced in the escalating obsession with self, racial barriers, and a downward slide of the church and public schools. She proposed that volunteerism is the catalyst for the creation of a "society characterized by both compassion and community." Townsend

further observed that the sense of obligation towards fellow human beings and the urge to contribute time, talent, and means for the welfare of others has a religious origin and is beneficial in maintaining social order.

Schindler-Rainman and Lippitt (1975:15) claimed that a democratic social system, whether it be a nation, state, country, organization, or group is highly dependent upon the volunteered resources of its members for its "maintenance, stability, growth and development." They further noted that "a democratic social system provides the conditions for a personally satisfying, self-actualizing growth opportunity for each individual."

Individuals choose to become involved in voluntary activities for a variety of reasons and motives which may include a desire for self-fulfillment, self-actualization, and opportunity for growth (Worthley, 1976:10, 11). Myron (1977:102), analyzing Luther's theology of volunteer motivation, found that Luther presumed three basic motives that prompted volunteer action. Luther believed that the concept of universal priesthood, expressed in a concern for participating in ministry, becomes the motivational spring-board for volunteerism. Luther's focus on vocations awakens the realization that "persons are motivated to respond to God's call to serve their neighbor in love through the stations (stande) of life." Luther's focus on stewardship reveals volunteering motivation in "response to God's creative,

redemptive, and sanctifying action" on an individual's behalf.

White (1948:404) acknowledged a divine summons to volunteerism when she said:

. . . God calls for men, volunteers, to carry the truth to other nations and tongues and people. It is not our number nor our wealth that will give a signal victory; but it is devotion to the work, moral courage, ardent love for souls, and untiring, unflagging zeal.

Worthley (1976:80) posited that the church, like many other agencies and organizations, is primarily dependent upon the use of volunteer labor to properly carry out its work. Therefore, the pastor's personal commitment to volunteerism and his example as a leader for the local congregation are of vital importance for the development and nurture of volunteering behavior among members.

For an understanding of the pastor's dilemma in leading the congregation toward the fulfillment of the divine commission expressed by White (1948), reference is made to some of the dynamic forces that are at play in the contemporary religious and social world that affect the pastor and his role-related behavior. The development of volunteerism in the congregational setting may be affected by the pastor's understanding of and ability to cope with contemporary religious and social issues that demand his time and attention.

Hadden (1969:26) declared that "religion in America is facing a crisis of belief." The emergence of new theological concepts that challenge traditional beliefs on some

very fundamental doctrines of Christianity have produced disagreements among the clergy and laity as to what appropriate belief is. Many Americans feel the religious influence of and confidence in the clergy are wanning.

Hadden (1969:26) enumerated three additional crises that contemporary religious leaders face: "a crisis of meaning and purpose" that results from "comforting" and "challenging" role conflicts of the church as it faces modern day issues; a conflict of authority evidenced in the emergence of new sects and non-denominational churches as authority of the church is challenged; and a crisis of identity, as clergymen grope for role meaningfulness while facing the challenges of contemporary crises. Glasse (1968:3) also believed that a crisis of identity existed in the ministry in that "the image of the ministry is cloudy, confused, and unattractive."

Hoge, Dyble, and Polk (1981:136) called attention to some changes in the religious world in the past decade that have affected the clergy and that need to be assessed in terms of their effects on clergymen's vocational satisfaction. These changes included: (1) a diminished social action in Protestant denominations, (2) oversupply of clergy since the early 1970's and a consequent increase in "tent-making" ministers, (3) changes in female occupational roles with an increase in women seminarians seeking pastoral positions, and (4) changes toward participative and collegial methods of governance.

Notwithstanding the problems that religion, in general, and clergymen, in particular, face, Mathews (1986:427) claimed that the church has probably been "the most effective and singular appreciable force that has been at work in the regeneration of society." Rokeach (1969:3) argued that people partisan to religion must assume that religion provides man with a distinctive system of moral values that guide his relationships with his fellowman toward "higher, nobler, or more humane levels than might otherwise be the case."

In investigative studies, religion has been found to be an important predictor of social behavior. Rokeach (1969:3) noted that sociologists admit that "religion is a far more important component of social structure and individual life orientation than most social theorists of the first half of the century had thought." Rokeach further observed that the increasing dialogue between religionists and sociologists is spurred by the realization on the part of religionists that the church should be responsive and sensitive to the social and technological changes that occur in society. Lenski (1963:3, 4) traced the increased attention and interest in religion, on the part of sociologists, as a significant influence in society, to the work of German sociologist Max Weber and the French sociologist Emile Durkeim. Weber (1968) challenged economic determinism, which held economic institutions to be the primary cause of social change, and established Protestant ethics as the roots for the spirit of

capitalism. Durkheim challenged positivism, which held religion as "institutionalized ignorance and superstition" that is doomed to extinction. Durkheim presented religion as an "integral and necessary element in any stable social system" (qtd. in Lenski 1963:4).

Central to the pervasive issues addressed by Glasse (1968), Hadden (1969), Hoge, Dyble, and Polk (1981), and Lenski (1963), concerning the origin and distribution of abstract dynamics that function in human situations, are job motivation, the individual and organizational behaviors, occupational and religious commitment, and the role identity of pastors as leaders of local congregations. Mills (1968: 13) articulated the relationships of the forces and dynamics, just referred to, and how they impact the status and the work of the local pastor when he stated:

The contemporary American clergyman is the key figure in the institution most closely identified with the value base of Western civilization. He moves constantly between the ancient and the modern, between principles and practices, and between the imperatives of love and justice. He, more than any other professional, is bound to his calling by an ultimate commitment. At the same time, he is a professional whose clients are often his employers and whose theological ground of work today is being eroded even while his sphere of competency seems more and more peripheral to other technical expertise that moves the world. He is the one whose personal and occupational identities are necessarily linked to his religious identity so that all three stand or fall together.

Given the particular situation that the pastor finds himself in, the recent theories of management that claim that individuals can be motivated by the job itself so that

satisfaction is accrued from doing the job effectively, (Argyris, 1957; Likert, 1961; McGregor, 1960), may be considered with the additional factor of a "calling" that sets the ministry apart from normal occupations (De Paiva, 1983: 21, Haynes, 1955:8). Michaelson (1956:271) noted that:

It has been generally characteristic of evangelical Protestantism in America to single out a special call as fundamental. This call has been conceived as a summons from God made known to the individual through an identifiable and distinctive personal experience.

This "call" of divine origin leaves man no alternatives, claimed Haynes (1955:8), "but starts him out on the road of this vocation with a conviction that he is an instrument and an ambassador of the Eternal God." Purkiser (1969:25) claimed that this "call" to the ministry finds completion in commitment to fulfilling "God's purpose." It is beyond the scope of this paper to analyze the nature and scope of God's purpose, alluded to, by Purkiser. Recent studies of clergymen, however, have found commitment an important factor of religious organizational behavior. Coser (1974:1) affirmed that organizations have continuous interest in the question of harnessing human energies for organizational purposes. Organizations look for mechanisms that will insure individual loyalty, in spite of competition from other sources which appeal for the worker's loyalty. Lewicki (1981:5) posited that loyalty and commitment are of value to organizations. He stated: "The more dedicated and loyal members are to an organization the harder they are

willing to work for it and the more stress they are willing to endure on its behalf."

That organizational commitment is evidenced by: (a) a strong drive to continue with the organization, (b) a willingness to do one's best for the organization, and (c) an acceptance of the objectives and values of the organization is confirmed in many studies (Brager, 1969; Brown, 1969; Gouldner, 1960; Grusky, 1966; Hrebiniak and Alluto, 1972; Porter, Crampton, and Smith, 1976; Porter, Mowday, and Boulian, 1974; Sheldon, 1971). To these constructs may be added Katz's (1964:131) view of "innovative and spontaneous activity in achieving organization objectives which go beyond the role specifications" as a component of commitment. Brown (1977:31) recognized the display of such volunteerism as the first qualification among many skills a pastor must possess, and that "a compelling desire to serve on a voluntary basis" is a reflection, to a certain degree, to the Lord's motive for service.

Pastors are called upon to play many roles (Blizzard, 1956; Glasse, 1968; Hadden, 1965; Spann, 1949). Blizzard (1956:508) identified these roles as: administrator in management of the parish; organizer, in leadership and planning of church and community organizations; pastor, in interpersonal relationships; preacher, in preparing and delivering sermons; priest, in leading in worship; and teacher, in conducting baptismal classes and fulfilling other teaching responsibilities. To these pastoral functions, Hadden

(1965:20) added: evangelist, public relations specialist, social entertainer, and religious counselor.

Along with the problems that affect the church, in general, and the multiplicity of roles that a pastor is called to assume are some organizational and structural factors that place demands on the energies and emotional resources of a pastor. Hoge, Dyble, and Polk (1981:134) identified the following church organizational and structural factors: (a) denominational, (b) economical, (c) local congregational, (d) familial, (e) personal fulfillment and theological, and (f) age and educational background. Hoge, et al., found that the denominational factor was influential in all studies and involved such factors as: "lack of support and effective feedback from superiors and colleagues," "satisfaction with the placement and hiring system," alienation from denominational officials, "feelings of powerlessness in the system," and feelings of lack of autonomy. In the light of these developments, job-related factors that serve as sources of job motivation and job satisfaction of the pastor, so that he may be able to meet the challenges of his call and possibly go beyond the specifications of his job requirements without burnout or breakdown (Sanford, 1982:5-161; Schoun, 1981:15), are of crucial interest to church leaders.

This study is one of a series of studies conducted concurrently by Thorn (1984), Butler (1985), Gifford (1985), and Alexander (1985) on job motivation of Seventh-day

Adventist Higher Education Employees, Elementary and Junior Academy School Personnel, Secondary School Personnel, and Administrators of North American Division respectively.

The population of this study is comprised of Seventh-day Adventist pastors of the North American Division of Seventh-day Adventists. It was held that the population is sufficiently diverse from the population of the companion studies to warrant separate investigation.

The review of literature of this study is of an area of literature, identified and selected at the same time the other literature areas were selected by the investigations mentioned above. Its purpose is to complement the companion reviews of literature.

The Problem

This study investigated self-perceptions of Seventh-day Adventist pastors in the churches of the Seventh-day Adventist denominations in the North American Division territories of the United States, Canada, and Bermuda, concerning sources of motivation within the employee's context of employment. Aspects of the employment situation which motivate or could motivate the pastor to do his very best in job performance were investigated. The existence of significant relationships, if any, between the respondents' self-perceptions regarding job-related aspects of motivation and various personal and professional demographic characteristics were determined.

The outcomes of such a study may contribute to the advancement of knowledge and practice with respect to:

1. Structuring and administering the work environment so as to enhance worker satisfaction and eagerness to seek opportunity to give job-related services beyond minimal job requirements;

2. Developing and presenting instructional seminars, workshops, lectures, and published material that may assist persons in Seventh-day Adventist leadership roles toward higher levels of awareness of personal and group dynamics occurring in organizations and institutions;

3. Improving understanding of and responses to the job-related dynamics which impact on: (a) individual and group-related satisfaction, (b) group cohesiveness, and (c) institutional effectiveness toward achieving the divinely determined purposes of Seventh-day Adventist organizations and institutions;

4. Improving institutional effectiveness through enhanced leader/employee insights and skills;

5. Developing more carefully formulated criteria for identifying individuals with leadership potential;

6. Improving study programs to prepare pastors for church leadership;

7. Reducing pastoral burnout, breakdown, and turnover costs; and

8. Developing methods of inducing creative, innovative, and spontaneous service beyond job requirements.

The Problem Statement

The purpose of this study was to determine the present and ideal motivational value of selected job aspects and to determine if a significant relationship exists between these job aspects and selected demographic variables such as age; race; highest degree earned; years of employment in present position, in denominational employment, and nondenominational employment; years of Seventh-day Adventist education received in elementary, secondary, and post-secondary schools; and employee satisfaction with geographic area of residence for Seventh-day Adventist pastors employed in the North American Division union conferences. Answers to the following questions were explored and the following hypotheses were tested:

Questions to be Answered

Answers to the following questions were explored:

1. What job aspects are perceived by Seventh-day Adventist pastors as stimulating/motivating/inspiring them most effectively toward the very best in quality and quantity performance of their job?
2. What job aspects are perceived by Seventh-day Adventist pastors as having the least positive motivational effect on their job performance?
3. Are any job aspects perceived by Seventh-day Adventist pastors as adversely affecting job-related motivation?

Hypotheses to be Tested

The following hypotheses were basic to the design of this investigation:

1. No hierarchy of importance with respect to present or ideal motivational value will be found among the various job aspects.

2. No significant perception discrepancies will be found in the response patterns between present and ideal motivational value of the job aspects selected for this study.

3. No significant relationship will be found between demographic variables such as age and hierarchies of importance associated with the present motivational value of various job aspects.

4. No significant relationship will be found between demographic variables such as age and hierarchies of importance associated with the ideal motivational value of various job aspects.

5. No significant relationship will be found between the respondent's response patterns and his reported perceptions of the value of his family's support toward his job.

Delimitations

1. The study was delimited to the pastors in the North American Division of the Seventh-day Adventist Church.

2. This study was not designed to offer possible solutions for problems discovered in the survey of this study.

3. The study dealt with the perceptions held by the survey respondents concerning potential motivational factors at the time the instrument was administered.

Limitations

The following limitations on the general ability of the findings of this study were considered appropriate for this study:

1. The conclusions drawn from this study may apply with greater meaningfulness to Seventh-day Adventist churches in North America. The conclusions drawn may, however, in themselves stimulate research in other non-Seventh-day Adventist churches.

2. Characteristics unique to the Seventh-day Adventist North American churches may possibly prevent application of the findings of this study to other Seventh-day Adventist churches. On the other hand, it is likely that some applications may be possible since Seventh-day Adventist churches tend to have commonality of philosophy, purpose, and methodology.

3. Individual respondents may not have perceived each survey instrument item in the same manner, thus influencing the validity of the study. The total responses, however, may provide acceptable representation of perceptions of the group.

4. Specific situations currently experienced may affect survey respondent's perceptions regarding the

importance of various potential motivational factors. Wide sampling may reduce the impact resulting from such biases.

Assumptions

It is assumed that:

1. A need existed to study potential motivational aspects as they influence Seventh-day Adventist pastors.
2. The motivational factors listed in the instrument are representative motivational aspects.
3. The research design selected is appropriate for this study.
4. The survey instrument is reliable and valid.
5. The respondents have responded to the survey instrument items objectively.
6. The administration of the survey instrument is sufficiently uniform so as not to influence responses.
7. Relationships between perceptions concerning motivational factors and such respondent variables as age; race; highest degree earned; years of employment in present position, in denominational employment, in non-denominational employment; and years of Seventh-day Adventist education received in elementary, secondary, and post-secondary schools; and employee satisfaction with geographic area of his residence can be tested and relationships can be determined.

Definition of Terms

Definitions of the following terms are given to facilitate understanding of the work of this investigation:

Division

Next to the General Conference, a Division is the largest geographical and administrative unit of the Seventh-day Adventist church embracing a number of unions.

General Conference

The General Conference is the central governing organization of the Seventh-day Adventist church composed of thirteen divisions worldwide.

General Job Satisfaction

General Job Satisfaction is conceived in terms of the individual's general effective reaction to job environment without reference to any specific job items or facets.

Local Conference

The Local Conference is a unit of the Seventh-day Adventist church organization composed of the local churches within a given area, such as a state, with other local conferences a constituent member of a union conference.

Motivation Job Aspect

Motivation Job Aspect is a job-related characteristic whose presence operates in the work setting to stimulate and assist each employee toward choosing to give the very best performance in quality and quantity, including perhaps frequently going beyond job requirements.

North American Division

The North American Division is a geographical unit of the Seventh-day Adventist church with a territory consisting of the United States, Canada, and Bermuda.